

# **Empowerment**

**Trusting employees with authority commensurate with their responsibilities, and within policies and procedures, and protocol, to make decisions and to take action.....**

# Team 6

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## **Problem Statement 1**

# **Lack of Trust**

# Causes

- Micro management
- Manager resistance to taking risks
- Employee resistance to taking risks

# Other Causes

- Supervisors need more people skills
- Employee perception that managers don't care
- Politics
- Customer expectations
- Employees not given chance to work at full potential

# Solutions

- Allow employees to provide formal feedback on manager performance, use to develop manager's IDP
- Managers focus more on results
- Reward risk-takers - including noble failures

# Action Plan

- Develop evaluation surveys of supervisors (360 degree)
  - Supervisory training focusing on delegation/empowerment/teambuilding

## **Problem Statement 2**

# **Ineffective Communication**



# Causes

- Decisions made without employee input
  - Information sharing not a priority
  - Lack of feedback from/between employees/customers/supervisors

# Other Causes

- Supervisors need more people skills
- Micro management
- False perceptions
- Politics

# Solutions

- Possible use of electronic bulletin boards AFM-wide to gather input
- Employees provide formal feedback on managers - use in IDP
- Supervisors hold regular staff meetings and one-on-ones with staff

# Action Plan

- Explore use of electronic bulletin boards  
AFM-wide to gather input
- Develop evaluation surveys of supervisors  
(360 degree)
- Supervisors hold regular staff meetings and  
one-on-ones with staff

**Problem Statement 3:**

# **Environment Discourages Empowerment**

# Causes

- Ramifications
- No consistent use of existing framework
- No consistent use of cross-functional teams (customers, stake-holders, other functional units)

# Other Causes

- Lack of consistent management support
  - Lack of resources (logistics, physical location)
    - Employee resistance
    - Lack of risk taking

# Solutions

- Reward managers who empower their employees
- Reward risk-takers, regardless of results
- Emphasize use of existing framework to support empowered environment
  - Emphasize cross-functional teams



# Action Plan

- Develop mechanism to reward risk-takers, especially those who step “outside the box”